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July 12, 2002

TO: Audit Committee

FROM: J. Tyler McCauley *tm*
Auditor-Controller

SUBJECT: **SUNSET REVIEW FOR THE LOS ANGELES COUNTY QUALITY AND
PRODUCTIVITY COMMISSION**

RECOMMENDATION

The Audit Committee recommend to the Board of Supervisors (Board) that the Los Angeles County Quality and Productivity Commission's sunset review date be extended to July 1, 2005.

BACKGROUND

The Los Angeles County Quality and Productivity Commission was established and has been continued by Board order, pursuant to Chapter 3.51 of the Los Angeles County Code. The Commission's duties are as follows:

- a) Provide advice, information and recommendations relating to productivity and quality of service to County officials, department heads and managers;
- b) Develop and present recommendations for appropriate policies and programs designed to increase efficiency and effectiveness in the County;
- c) Assist County management, including quality and productivity managers, in evaluating alternative systems, organizational and service delivery models and facilitate transfers of technologies from the private and public sectors and among County departments;
- d) Develop proposals and mechanisms to acquire alternative financial resources for County quality and productivity programs and projects;
- e) Provide interface with the private sector, academia and experts in the field of quality and productivity;

- f) Promote, publicize and/or sponsor County quality and productivity projects and programs, quality and productivity training, networking events, conferences and recognition ceremonies;
- g) Evaluate and approve projects submitted by County departments for award of productivity investment fund loans; and
- h) Ensure that County department heads and managers consider internal economies and the streamlining of tasks in evaluating cost saving strategies.

Total membership of the Commission is seventeen, consisting of the following: one appointed by each Supervisor; ten appointed by the Board, jointly recommended by the Chief Administrative Officer and the Commission Chair; and two ex officio members - the Executive Secretary-Treasurer of the County Federation of Labor, AFL-CIO, or his or her designee, and the Chairperson of the Coalition of Los Angeles County Unions.

Commission members receive \$50 per meeting, or sub-committee meeting, not to exceed four meetings in any one month. The Commission is required to meet eight times a year. During the last three years, all required meetings were held. Average attendance per meeting was 12 (71%) of the 17 members.

JUSTIFICATION

The Quality and Productivity Commission was established in 1981 by the Board to oversee County policies and support the implementation of programs that enhance the quality and productivity of the delivery of County services. The Commission apprises the Board and the Chief Administrative Officer of its activities and works in conjunction with all County departments through the Quality and Productivity Managers Network to help implement and ensure the effectiveness and efficiency of these policies and programs.

The Commission forms a vital link between the Board and County departments. Commission members, appointed from the community-at-large, offer their considerable expertise, and meet regularly with managers of County departments to better understand management concerns, operational needs and quality and productivity efforts. They also provide assistance to and incentives for departments to participate in the annual Quality and Productivity Awards Program and apply for Productivity Investment Funds (discussed below).

In 1984, the Board created a Productivity Investment Fund to nurture and support creative programs to improve the effectiveness in all aspects of County service. The Board gave the Commission oversight responsibility for the fund. Departments submit proposals and the Productivity Investment Board, consisting of seven members from the Commission, determines whether to approve a loan, a grant, or a combination of the two.

Following are examples of the Commission's accomplishments during the evaluation period:

- Played a lead role in the County Strategic Plan by participating in development and strategy sessions and by serving on several implementation committees.
- Funded 35 quality and productivity improvement pilot projects, disbursing \$12 million. Projects funded included:
 - Workforce Call Center, Community and Senior Services – This program provides clients with access to workforce related information, in a one-stop setting, and directly forwards individuals to service centers where staff link them to training or job opportunities.
 - Voice Recognition Project, Coroner – Uses voice recognition software to increase the efficiency of medical transcribing and data collection of Coroner case files.
 - Automated Parking Lot Equipment, Beaches and Harbors – Funds will be used to purchase and install state-of-the-art parking equipment at various beach parking lots. This will introduce automated service to the Department's parking operations, and provide increased revenue.
- Met separately with 28 department heads to assess partnership opportunities and to identify potential areas for improving County efficiency. These visits resulted in several applications for grants or awards to the Productivity Investment Board.
- Held the 15th Annual Quality and Productivity Awards Program in 2001. The 2001 program, with the theme "A Strategic Odyssey", linked all nominated departmental programs to one or more of the five Strategic Plan goals.
- Re-energized the Employee Suggestion Awards program through a County-wide promotion effort. The Commission established ten levels of recognition awards and flyers for public posting.
- Created and chaired the "Energy Conservation Think Tank" composed of department, energy provider, private enterprise, and labor members. This effort led to an estimated 10% reduction in energy use.

The Commission intends to continue to promote and improve the Quality and Productivity Awards Program, emphasizing the sharing of information about the projects among County departments. The Commission also intends to establish a training and certification program for the Quality and Productivity Managers' Network, so that each member is better able to carry forward the concepts of quality and productive operations

in their department. Lastly, the Commission also plans to continue to utilize the Productivity Investment Fund to foster projects that are both beneficial and have the potential to be best practices.

Please call me if you have any questions.

JTM:DR:IDC:RD
Attachments

c: Jim Corbett, Manager, Commission Services
Jacklyn Tilley Hill, Chair, Quality and Productivity Commission
Gregory J. Cherep, Executive Director, Quality and Productivity Commission

COMMISSION SUNSET REVIEW
LOS ANGELES COUNTY QUALITY AND PRODUCTIVITY COMMISSION
REVIEW COMMENTS

Mission. (Does the mission statement agree with the Board of Supervisors' purpose and expectations?)

Stated mission is as set forth in the ordinance creating the Commission. **CONCUR**

Section 1. Relevancy. (Is the mission still relevant and in agreement with the Board of Supervisors' purpose and expectations?)

Programs developed by the Commission to improve the productivity and quality of service by departments and employees result in hard dollar savings, cost-avoidance, and improvements to quality of service delivered. **RELEVANT**

Section 2. Meetings and Attendance. (Are required meetings held and is attendance satisfactory?)

The Commission is required to meet eight times a year. During the last three years, all required meetings were held. Average attendance per meeting has been 12 (71%) of the 17 members. **SATISFACTORY**

Sections 3 and 4. Accomplishments and Results. (Are listed accomplishments and results significant?)

Following are examples of the Quality and Productivity Commission's accomplishments during the evaluation period:

- Developed the theme "Sharing a Commitment" and co-chaired a committee to inform the 95,000 County employees about the County's Strategic Plan. This was accomplished through a series of articles in the County Digest and On the Spot employee recognition forms.
- Funded 35 quality and productivity improvement pilot projects, disbursing \$12 million.
- Met separately with 28 department heads to assess partnership opportunities and to identify potential areas for improving County efficiency. These visits resulted in several applications for grants or awards to the Productivity Investment Board.
- Held the 15th Annual Quality and Productivity Awards Program in 2001. The 2001 program, with the theme "A Strategic Odyssey", linked all nominated departmental programs to one or more of the five Strategic Plan goals.

- Re-energized the Employee Suggestion Awards program through a County-wide promotion effort. The Commission established ten levels of recognition awards and flyers for public posting.
- Created and chaired the “Energy Conservation Think Tank” composed of department, energy provider, private enterprise, and labor members. This effort led to an estimated 10% reduction in energy use.
- Launched several County-wide poster and recognition campaigns. These include, “We Love LA”, paying tribute to County employees; “October is Quality and Productivity Month”, to encourage support for the Commission’s activities; “How’s Your Energy Conservation”, in support of energy conservation; and most recently, following the September 11, 2001 tragedy, “Sharing a Commitment – United in Supporting our Nation and Each Other”. **SIGNIFICANT**

Section 5. Objectives. (Are the objectives compatible with the mission and goals and relevant within the current County environment?)

The Commission’s goals for the next evaluation period include:

- Continue to promote and improve the Quality and Productivity Awards Program, emphasizing the sharing of information about the projects among County departments.
- Establish a training and certification program for the Quality and Productivity Managers’ Network, so that each member is better able to carry forward the concepts of quality and productive operations in their department.
- Continue to utilize the Productivity Investment Fund to foster projects that are both beneficial and have the potential to be best practices.
- Provide more focus to the departments on the need for goal setting and measurements in project development and execution.
- Continue outreach efforts to departments through the Departmental Visit Program. Under this program, Commissioners meet with departmental managers every two years to understand their improvement efforts and needs, and identify strategies for Commission support and programs for employee participation. **RELEVANT**

Section 6. Resources. (Are the resources utilized by the entity in support of the entity's activities warranted in terms of the accomplishments and results?)

The Commission's actual costs for FY 00-01 were \$435,000. This includes the salaries and employee benefits for the Executive Director and his two staff, support staff provided by the Chief Administrative Office, and miscellaneous services and supplies. In view of the many programs and accomplishments of the Commission, these costs appear to be reasonable. **WARRANTED**

Section 7. Recommendation.

**THE SUNSET REVIEW DATE FOR THE QUALITY AND PRODUCTIVITY COMMISSION
BE EXTENDED TO JULY 1, 2005.**

**LOS ANGELES COUNTY QUALITY AND PRODUCTIVITY COMMISSION
ATTENDANCE RECORD**

Commissioner	Nominated By	6/30/99	9/30/99	12/31/99	3/31/00	6/30/00	9/30/00	12/31/00	3/31/01	6/30/01	9/30/01	12/31/01	3/31/02	Totals	% Attend
Number of Meetings per Quarter →		2	2	2	2	2	2	2	2	2	2	2	3	25	
Mr. Victor Griego, Jr.	Molina							2	1	1	1	2	2	9	69%
Mr. Steve Wesson	Burke	1	2	1	1	2	2	2	2	2	1	1	1	18	72%
Mr. Ernest J. Friedman	Yaroslavsky	2	2	2	1	1	2	2	2	2	2	2	3	23	92%
Mr. Alan T. Sasaki	Knabe											0	2	2	40%
Mr. Viggo Butler	Antonovich	1	1	1	2	2	1	1	2	1	1	2	2	17	68%
Mr. John E. Kulp	CAO & QPC Chairman	1	0	1	1	1	0	2	1	1	0	2	3	13	52%
Mr. Clayton R. Anderson	CAO & QPC Chairman										2	2	2	6	86%
Dr. Gerald Nadler, Ph.D.	CAO & QPC Chairman	1	2	1	1	2	2	1	2	2	1	2	3	20	80%
Mr. Jack L. Ferrell	CAO & QPC Chairman									1	2	2	2	7	78%
Mr. Craig D. Collette	CAO & QPC Chairman	1	2	2	2	2	2	2	1	2	2	0	2	20	80%
Ms. Jeanne L. Kennedy	CAO & QPC Chairman										0	1	2	3	43%
Ms. Patricia D. Johnson	CAO & QPC Chairman	2	1	2	1	2	2	2	2	2	2	2	3	23	92%
Dr. William C. Waddell, D.B.A.	CAO & QPC Chairman	2	2	2	2	2	2	2	2	2	2	2	3	25	100%
Ms. Jaclyn Tilley Hill	CAO & QPC Chairman	2	2	2	2	2	2	2	2	1	2	2	3	24	96%
Dr. Arthur W. Gutenberg	CAO & QPC Chairman	2	2	2	2	2	2	1						13	93%
Ms. Linda Chan	CAO & QPC Chairman	2	2	2	1									7	88%
Mr. Robert E. Silberman	CAO & QPC Chairman	2	0											2	50%
Mr. George J. Lujan	Molina	0	0	0	0	0								0	0%
Mr. Chip E. Scholz	Knabe	2												2	100%
Mr. Robert C. Bills	CAO & QPC Chairman	1	0	0	1	1	0	0						3	21%
Ms. Megan G. Cooper	CAO & QPC Chairman				1	2	2	0	2	1				8	67%
Mr. Robert L. Spare	CAO & QPC Chairman					1	2	2	2	2	1	2		12	86%
Mr. Wayne Rew	Knabe				1	2	2	1	2	2				10	83%
Mr. Bud Treece	Ex Officio	1	0	1	0	2	1	2	2	0	0	2	2	13	52%
Mr. Joseph Wetzler	Ex Officio	2	0	2	2	2	0	2	2	1	2	2	3	20	80%
Totals		25	18	21	21	28	24	26	27	23	21	28	38	300	
Average Attendance per Meeting →														12.0	